




Implementing the Code of Conduct – Resources for Organisations

**State Services Commission
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Background

The importance of trust in the State Services

New Zealanders' trust in and respect for government is based on the integrity of our institutions, including the organisations across the State Services. The State Services collectively implements the policies of the Government, providing and administering a wide range of public functions and services. State servants are guardians of what ultimately belongs to the public, and the public expects State servants to serve and safeguard its interests.

Every State servant has a part to play in acting with integrity to maintain New Zealanders' confidence in the State Services. New Zealanders expect that State servants will behave ethically, and be conscientious and competent in their work. Misuse of a position or of powers, or a failure to meet expectations, causes people to lose trust in government. They then do not seek the help they are entitled to; do not provide information necessary for delivering effective services; resist paying tax; and become increasingly resentful of the State Services. A perceived integrity failure in one part of government can impact negatively on the opinion people hold of the State Services as a whole. It is therefore essential that all State servants seek to strengthen public trust in the State Services and that they reinforce in their behaviour the spirit of service.

The New Zealand State Services is one of the most honest and transparent in the world. New Zealand is recognised internationally for its public administration being largely free of corruption. Adherence to published standards and an expectation of high ethical behaviour contribute to this rating, and engender a level of public trust that the State Services Commissioner seeks to strengthen with a code of conduct.

“We all work for the Government and have an obligation to the public to behave in a trustworthy way. Sharing high standards of integrity provides a unifying sense of values which must strengthen the State Services and improve New Zealanders' trust in them.”

Mark Prebble (State Services Commissioner from 2004-2008)

The State Services Commissioner's role as leader on integrity and conduct

The State Sector Act 1988 enabled the State Services Commissioner to set minimum standards of integrity and conduct for Public Service departments, and consequently the *Public Service Code of Conduct* (www.ssc.govt.nz/coc) was issued in 1990. This described the core principles of public service and set out the standards of conduct required of public servants.

The State Sector Amendment Act 2004 extended the Commissioner's mandate to provide advice and guidance on integrity and conduct to employees across the State Services (excluding Crown research institutes), and to set minimum standards of integrity and conduct for most organisations in the State Services (i.e. the Public Service, Parliamentary Counsel Office, Parliamentary Services, and most Crown entities). This includes the power to issue a code of conduct setting minimum standards that can be added to, or made more detailed, to reflect an organisation's circumstances.

Before making any decision on the appropriateness of issuing a code, the State Services Commission undertook through 2005/06 a comprehensive research project, "Engagement with Crown Entities" (www.ssc.govt.nz/standards-discussion-document). This project identified integrity provisions already in place in organisations, and explored whether setting additional standards could contribute to increased trust in government and confidence in the State Services.

A snapshot of current practices in the Public Service revealed a similar picture to that found in Crown entities: departments had varied processes to support the Public Service Code of Conduct, and had developed additional provisions to suit particular circumstances.

From this information, the Commissioner decided to develop minimum standards that would be applied as a single code of conduct for State Services organisations. Qualitative research conducted with State servants and members of the public identified values and standards of behaviour expected of State servants. From the results of the research, principles-based standards common to all organisations were developed for the code. These standards can be encompassed within the codes and training resources that many organisations already have.

A purpose of the State Sector Act 1988, is to ensure that employees in the State Services are imbued with the spirit of service to the community, and that employees in the State Services maintain standards of integrity and conduct. It provides for the appointment of departmental chief executives who will imbue the spirit of service, and imposes a duty on them to ensure that all employees maintain proper standards of integrity, conduct, and concern for the public interest. The Crown Entities Act 2004 imposes a similar requirement on Crown entities to perform with a spirit of service to the public.

The code – what it does and does not do

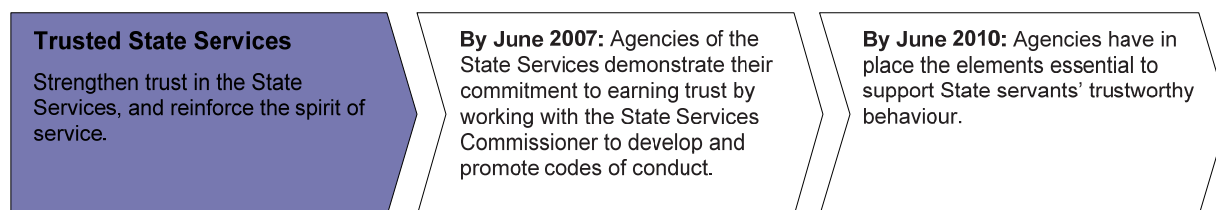
Standards of Integrity and Conduct (www.ssc.govt.nz/code) seeks to reinforce a spirit of service and sets common standards of behaviour required from the diverse range of people and roles across the State Services. It offers a framework within which to make informed judgements when faced with competing interests and conflicting values – when the ‘right answer’ is not readily apparent.

The code applies to organisations in the Public Service and to many Crown entities within the Commissioner’s mandate. (www.ssc.govt.nz/code-organisations)

The code does not provide detailed explanations of appropriate behaviour in every situation. Instead, the standards reflect values that, with judgement, have universal application in all State Services organisations. It is the responsibility of all State servants to comply with the code and to maintain the high level of trust between the State Services and the public, Ministers and Parliament.

The Trusted State Services Development Goal

In 2005 the Government agreed a set of six Development Goals for the State Services (www.ssc.govt.nz/dev-goals-diagram), aimed at creating a world class State Services. The Development Goals collectively contribute towards strengthening the degree of trust New Zealanders have in the State Services. The sixth goal is specifically about trust:



Having organisations working together to support the new code has helped to meet the June 2007 milestone for the Trusted State Services Development Goal.

The six elements that are essential to supporting trustworthy behaviour are:

- Agencies of the State Services have standards of integrity and conduct that meet the minimum standards in the State Services Commissioner’s code of conduct.
- Agencies of the State Services promote their standards of integrity and conduct.
- Standards of integrity and conduct are integrated into the behaviour of State servants.
- Managers model the standards of integrity and conduct in their behaviour.
- The consequences for behaviour that breaches the standards of integrity and conduct are known by State servants.
- Agencies act decisively when breaches occur.

While the Development Goals brand was discontinued in 2009 the objectives for the wide State Services have not changed and the SSC's work programme is still focused on the themes and objectives of the six Development Goals.

Trustworthiness exhibited by State servants

In 2007 the SSC undertook the New Zealand State Services Integrity and Conduct Survey to measure the trustworthiness of State servants*. Progress for this indicator has been assessed by relating the findings from this survey to the six elements that support integrity and ethical behaviour in the workplace.

The overall findings from the survey are positive and in line with the high regard for the New Zealand public sector shown by international surveys of corruption. Almost all State servants reported that their agencies have written standards of integrity and conduct.

While many agencies have a focus on integrity, there is room for improvement under all six elements essential to supporting trustworthy behaviour. There is a continuing need to promote standards of integrity and conduct. More must be done to integrate these standards into State servants' behaviour. The survey identified the role of senior managers in communicating the importance of integrity and modelling good behaviour as a particular area for improvement. When senior managers are explicit in promoting a strong ethical culture, they motivate their staff to act with integrity. Agencies must act decisively when breaches of standards occur and State servants must be clear about the consequences of breaching standards.

The 2010 milestone for the Trusted State Services goal reinforces the importance of the six elements, stating that agencies will have the elements essential to supporting State servants' trustworthy behaviour in place by this time.

The survey will be conducted again in early 2010 to provide a comparison with the 2007 benchmark.

* www.ssc.govt.nz/survey-report-summary

Checklist for Implementation

From 30 November 2007, organisations must:

- comply with the minimum standards of integrity and conduct set out in the State Services Commissioner's code of conduct
- have in place policies and procedures that are consistent with the standards set out in the code of conduct.

The checklist below outlines the tasks that organisations may need to undertake when implementing the Commissioner's code of conduct. Some of the tasks will be vital for all organisations, while others may be more or less relevant, depending on the organisation's particular circumstances.

The checklist is organised to reflect the six elements of trustworthiness (www.ssc.govt.nz/sdg-report06) that organisations are encouraged to use to work towards the Trusted State Services Development Goal (www.ssc.govt.nz/dev-goals-diagram).

I Agencies of the State Services have standards of integrity and conduct that meet the State Services Commissioner's minimum standards

- Ensure policies, procedures and training give effect to the Commissioner's standards. Rewrite any internal policies that are inconsistent with the code of conduct, and where necessary write new policies for the organisation that reflect the standards that are set out in the code.
- Ensure organisation-specific codes of conduct that apply additional or detailed standards are consistent with the Commissioner's code. Consider treating the Commissioner's code as the foundation code upon which the organisation can build.
- While employees are legally obliged to comply with the code whether or not the code is mentioned in their terms and conditions of employment, organisations should consider specifying in employment agreements that staff are subject to the standards.
- Consider the extent to which contractors, work-placement students, volunteers, secondees, and any other people working in the organisation will be covered by the code, and confirm if the standards are to apply to them. As a general rule, if contractors, work-placement students, and other people working in the organisation are in a position to compromise the integrity of the organisation or the State Services, they should be subject to the code.
- Public Service departments should replace references to the *Public Service Code of Conduct* (www.ssc.govt.nz/coc) in policies, employment agreements, organisation codes and other documents, with references to *Standards of Integrity and Conduct* (www.ssc.govt.nz/code).

All agencies should be alert to the requirements set out in the Cabinet Manual about Integrity and Conduct across the State sector.** In particular paragraph 3.50 “Employees in the State sector must act with a spirit of service to the community, and meet high standards of integrity and conduct in everything they do. In particular, employees must be fair, impartial, responsible and trustworthy.

II Agencies of the State Services promote their standards of integrity and conduct

- Ensure that staff know they are legally required to comply with the code of conduct and understand what is expected of them as a result. The organisation must ensure that everyone to whom the code applies has access to it or is given a copy of it. Organisations should place orders with the State Services Commission for printed copies of the code, and any A3 poster versions they require.
- Assist understanding and compliance with the code by:
 - drawing attention to the code
 - displaying the code in work areas, tea rooms, meeting rooms, etc.
 - ensuring the code is available on the organisation’s intranet, and that staff are informed of this
 - including with the intranet version of the code other resources such as guidelines, questions and answers, the process for reporting breaches, etc.
 - asking staff to sign a form or to send an email acknowledgment to say they have read and understood the code.
- Ensure that training:
 - informs staff of the standards of behaviour expected of them in the specific context of the organisation
 - makes staff aware of the relationship of the code to existing codes, integrity policies and practices of the organisation
 - includes the code in induction courses, and in other training sessions as appropriate.

III Standards of integrity and conduct are integrated into the behaviour of State servants

- Ensure integrity-rich behaviour is built into the culture of the organisation. Clear processes for registering conflicts, declaring gifts and benefits, and proper use of organisational resources should, for example, be the accepted and expected way things are done.

** www.cabinetmanual.cabinetoffice.govt.nz/3.50

- Include 'achieving high standards of integrity and conduct' in performance review processes.
- Ensure that integrity standards are identified in selection criteria for jobs and that selection processes address the analysis and review of ethical behaviour.
- Send the code to candidates prior to job interviews. At the interview, ask whether candidates have read the code and have any questions about it. Explore how standards can best be complied with, in carrying out the job specifications.

IV Managers model the standards of integrity and conduct in their behaviour

- Ensure the chief executive's and/or board's endorsement of the code is referred to at induction courses and at training sessions on the code.
- Managers at all levels and/or board members demonstrate their awareness of the code standards by modelling them in their own behaviour.
- Leaders throughout the organisation encourage regular discussion of the standards as they apply to the work of the particular organisation.
- Leaders throughout the organisation require direct reports on actions taken to promote the code.

V The consequences for behaviour that breaches the standards of integrity and conduct are known by State servants

- Ensure that the processes for reporting behaviour that breaches the code are known and are accessible, by including this information on the intranet, in a staff manual or in other conduct-related documents.
- Promote a sense of responsibility among all staff to alert managers to breaches of the code.
- Ensure there is feedback to staff who report concerns about possible code breaches, acknowledging their commitment to reinforcing the code's standards.
- Include the contact details for the State Services Commission's integrity and conduct help desk with other information on this issue; phone (04) 495 6722 or email integrityandconduct@ssc.govt.nz

VI Agencies act decisively when breaches occur

- Ensure staff know how to report unacceptable behaviour.
- Ensure that processes are in place to investigate alleged breaches of the code of conduct as soon as the organisation becomes aware of them.
- Raise awareness of the organisation's Protected Disclosures policy.

- Contact the State Services Commission and/or the monitoring department of your organisation (if a Crown entity) in the event of a likely serious breach of the code. The Commissioner may wish to investigate under section 57C of the State Sector Act, and the responsible Minister may need to be advised.
- Have in place a records system to maintain information on integrity and conduct issues that arise in the organisation. Use this data for review, planning and communication, and to monitor code compliance.

Roles and Responsibilities

It is the responsibility of the organisation (and its employees) to comply with the code. While the overall duty to comply and to reinforce the integrity message lies with the chief executives of Public Service departments and the boards of Crown entities, this guide may assist organisations to allocate specific roles and responsibilities. The precise allocation may vary, depending on factors such as size and organisational form.

Departmental chief executives and Crown entity boards (or those with delegated powers)...

Ensure their organisation complies with the standards of integrity and conduct in the State Services Commissioner's code of conduct (see section 57, State Sector Act 1988), by:

- maintaining an infrastructure of policies, procedures, agreements and training that is consistent with and reinforce the standards set out in the code of conduct
- providing highly visible leadership of the standards – modelling them and articulating what they mean in the particular setting of the organisation
- ensuring staff are imbued with the spirit of service and understand how the organisation gives effect to it
- weaving the code of conduct into plans to meet the Development Goals for the State Services (www.ssc.govt.nz/dev-goals-diagram), including the Trusted State Services Goal
- establishing processes for giving effect to the ‘six elements of trustworthiness’¹ and specify who has “ownership” of the 2010 trust goal milestone
- reinforcing ethical behaviour and dealing decisively with breaches of the code of conduct
- advising the State Services Commission about serious alleged or actual breaches of the code of conduct, as well as advising the monitoring department and/or responsible Minister
- encouraging an environment where individuals feel it is acceptable to openly discuss issues of integrity and conduct
- ensuring staff regularly participate in training on the code of conduct and on integrity and conduct issues generally
- taking responsibility for promoting and enforcing the code of conduct
- being familiar with the measures set out in the Auditor-General's 2009-2010 annual Plan for giving effect to trust and trustworthiness expectations..

¹ [State of the Development Goals Report 2006](#)

HR managers...

Ensure that all staff know about the code of conduct and the standards of behaviour expected of them, understand these, are kept aware of them, and have access to explanatory resources, by:

- examining processes of recruitment and appointment to give effect to the standards set out in the code of conduct
- ensuring that training on the code of conduct is incorporated into induction training and other training where appropriate
- ensuring regular assessment of the extent of compliance by the organisation with the standards set out in the code of conduct
- being good role models and acting with integrity.

Communications managers....

Fully utilise communication tools so that staff and others working with and for the organisation are aware of the code, the obligation to comply, and the importance of maintaining trust in the State Services, by:

- working with chief executives, board members, managers and HR managers to devise an internal communications strategy for raising awareness of the code of conduct and maintaining that awareness in the agency
- incorporating in communications about the code the key messages, as expressed in the speeches and press statements accompanying the launch of the code
- ensuring integrity and conduct issues are included in regular internal communications, such as newsletters, postings on intranets and bulletin boards
- working with chief executives/managers/HR staff if breaches of the code of conduct occur, to discuss the best way of handling the issue and its outcome
- acting with integrity.

Trainers....

Integrate the code of conduct into training, by:

- ensuring that the code of conduct is included in the planned training programme for the year, as both induction training and as part of other training updates
- encouraging discussion of integrity and conduct issues, and their implications for public trust in government, as part of any training
- exploring interesting resources on integrity issues, to “bring the code of conduct to life”, using DVDs, videos, scenarios, ethics quizzes and games
- keeping abreast of integrity and conduct issues through the integrity community workspace on the Public Sector Intranet (<https://psi.govt.nz/integrity>)
- acting with integrity.

Managers/team leaders....

Show leadership in modelling integrity, by:

- encouraging an environment where ethical issues can be raised and discussed in an open and safe manner
- ensuring all staff members obtain training on the code of conduct at induction
- ensuring staff members get regular training on integrity and conduct issues, when these are offered
- ensuring the code of conduct is prominently displayed in the work area
- including conversations about integrity as part of staff supervision
- discussing integrity and conduct issues in performance reviews
- acting with integrity.

Individual State servants...

Take personal responsibility to comply with the code, by:

- reading and understanding the code of conduct and keeping it handy for reference
- participating in discussions on ethical issues and making it safe for others to do so
- fostering and promoting an integrity-rich workplace
- supporting co-workers, team leaders and managers in upholding the code of conduct
- participating in training on the code of conduct and contributing positively with examples from their own work area
- reporting any suspected breaches of the code of conduct through the appropriate channels
- acting with integrity.

Suggested Policies and Procedures

Organisations must maintain policies and procedures that are consistent with the code. Appropriate policies, guidance or training may already be in place for some areas. Inconsistent policies will need to be rewritten, and where necessary new policies written, to reflect the standards that are set out in the code.

The policies and procedures suggested below are listed in four groups; fair, impartial, responsible and trustworthy. The lists are not mandatory or exhaustive. Organisations will need to consider how issues are best addressed in their own code, employment agreements, specific policies, and training.

The Public Sector Intranet (<https://psi.govt.nz/integrity>) has examples of policies on the Sharing Good Practice page. Links to other useful material are provided below. In some cases, the principles or guidance contained in the material remain useful despite references to historical documents such as the *Public Service Code of Conduct* (www.ssc.govt.nz/coc).

See *Understanding the code of conduct – guidance for State servants* (www.ssc.govt.nz/code-resources-organisations)

Fair

We must:

- treat everyone fairly and with respect
- be professional and responsive
- work to make government services accessible and effective
- strive to make a difference to the well-being of New Zealand and all its people.

In order to comply with the 'Fair' standards in our dealings with the public we serve and the colleagues we work with, organisations should consider what policies, guidance and/or training they require in the following areas:

- Recruitment, review of appointment, and procurement
- Equal Employment Opportunities (EEO) (State Sector Act 1988, section 6 (g))
- Discrimination, harassment and bullying (see *Creating a Positive Work Environment - Respect and Safety in the Public Service Workplace*. www.ssc.govt.nz/creating-positive-work-environment)
- Cultural respect/responsiveness both within and outside the organisation
- Health and safety both within and outside the organisation

- Performance management, displaying relevant knowledge and competence in all work responsibilities, and professional development
- Disciplinary procedures
- Internal complaints and investigation process, including responding to and investigating allegations of unacceptable conduct and ensuring staff are aware of the procedures under the Employment Relations Act (section 112 onwards) relating to personal grievances
- Making and investigating disclosures of serious wrongdoing (Protected Disclosures Act)
- External/customer complaints process, including policies on communicating decisions and appeal rights
- Accessibility, hours of service, emergency arrangements, levels of service, translation of information
- Acting lawfully, including supporting parliamentary processes, and giving effect to the organisation's responsibilities as part of executive government
- Specifying what the spirit of service means for the organisation, and how to demonstrate that spirit of service to the public of New Zealand
- Carrying out obligations to the Government in an efficient, effective and politically impartial way
- Recognising how the Crown's commitments under the Treaty of Waitangi affect the organisation's responsibilities
- Delivering services and achieving results through organisational efficiency and fiscal responsibility
- Having regard to the importance of sustainability in the development of policies and in the delivery of services
- Preparing advice, delivering services, and reaching decisions by using analytically sound, well-rounded, informed and inclusive approaches
- Promoting, advocating and giving effect to the standards of integrity and conduct set by the State Services Commissioner, and additional organisational standards.

Impartial

We must:

- maintain the political neutrality required to enable us to work with current and future governments
- carry out our agency functions, unaffected by our personal beliefs
- support our agency to provide robust and unbiased advice
- respect the authority of the government of the day.

In order to comply with the 'Impartial' standards, organisations should consider what policies, guidance and/or training they require in the following areas:

- Political neutrality (see *Political Neutrality: Fact Sheet 1 - What is 'political neutrality' and what does it mean in practice?* www.ssc.govt.nz/political-neutrality-fact-sheet-1)
- Political views and participation in political activities (see *Political Neutrality: Fact Sheet 2 - Political Views and Participation in Political Activities* www.ssc.govt.nz/political-neutrality-fact-sheet-2; see also State Services Commissioner's message to chief executives re the Foreshore and Seabed Bill Hikoi, 28 April 2004, link to "All documents" on the Public Sector Intranet <https://psi.govt.nz/Integrity>)
- Political neutrality for staff who interact with the public (front line staff) (see *Political Neutrality: Fact Sheet 5 - For staff who interact with the public (front line staff)* www.ssc.govt.nz/political-neutrality-fact-sheet-5)
- State servants' behaviour during and after a general election period (SSC Guidance for State servants in election year, *Negotiations Between Political Parties to Form a Government: Guidelines on Support from the State Sector* - listed under '2008 Election Guidance' on <https://psi.govt.nz/integrity>)
- Standing for election to Parliament (see section 52 Electoral Act, and *Political Neutrality: Fact Sheet 2 - Political Views and Participation in Political Activities* <http://www.ssc.govt.nz/political-neutrality-fact-sheet-2>)
- Secondary employment, undertaking private business and voluntary work
- An agency's relationship with MPs (see *Political Neutrality: Fact Sheet 4 - The Relationship Between the Public Service and MPs* <http://www.ssc.govt.nz/political-neutrality-fact-sheet-4>) and with Ministers (see *Political Neutrality: Fact Sheet 3 - The Relationship Between the Public Service and Ministers* <http://www.ssc.govt.nz/political-neutrality-fact-sheet-3>)
- Agency staff appearing before a select committee (see *Public Servants and Select Committees – Guidelines*. <http://www.ssc.govt.nz/select-committees-guidelines>)
- Serving on public bodies, and appointment of public servants to statutory boards (see *Appointment of Public Servants to Statutory Boards*, CO (02) 5, 22 March 2002)

- Media policy and public comment about the organisation's business
- Identifying, disclosing, and managing conflicts of interest (see *Managing conflicts of interest: Guidance for public entities*, Office of the Controller and Auditor General www.oag.govt.nz/2007/conflicts-public-entities)
- What to do if an employee has a conscientious objection to carrying out particular organisational activities.

Responsible

We must:

- act lawfully and objectively
- use our organisation's resources carefully and only for intended purposes
- treat information with care and use it only for proper purposes
- work to improve the performance and efficiency of our organisation.

In order to comply with the 'Responsible' standards, organisations should consider what policies, guidance and/or training they require in the following areas:

- Delegations of financial and other authorities
- Discretionary spending (see *Controlling sensitive expenditure: Guidelines for public entities*, Office of the Controller and Auditor General www.oag.govt.nz/2007/sensitive-expenditure)
- Expenditure on entertainment and hospitality, including donations, koha and gifts
- Use of the organisation's premises, facilities and equipment
- Conference attendance, coverage of costs and processes for subsequent information sharing
- Travel and accommodation, including taking leave in connection with officially funded travel
- Use of personal credit cards and corporate credit cards
- Official Information Act and responding to OIA requests
- Privacy Act and protecting the privacy of people accessing services
- Information and technology security, (see *Revised Security Classifications System: Application to Cabinet Documents*, CO (01) 10, 31 July 2001)
- Acceptable use of information and communication technology (see State Services Commissioner's letter to chief executives, 22 April 2005; link to "All documents" on <https://psi.govt.nz/Integrity>)
- Procurement (see *Procurement: A Statement of Good Practice*, Office of the Controller and Auditor General www.oag.govt.nz/2008/procurement-guide)
- Security clearance and vetting
- Staff support and welfare – e.g. clothing, care of dependants, social club, farewells, sponsorship
- Records management and compliance with the Public Records Act
- Responsibility to alert senior managers to incidents involving breaches of obligations – including statutory, business rules and code
- Demonstrating a strong sense of personal responsibility and commitment to the public good.

Trustworthy

We must:

- be honest
- work to the best of our abilities
- ensure our actions are not affected by our personal interests or relationships
- never misuse our position for personal gain
- decline gifts or benefits that place us under any obligation or perceived influence
- avoid any activities, work or non-work, that may harm the reputation of our organisation or of the State Services.

In order to comply with the ‘Trustworthy’ standards, organisations should consider what policies, guidance and/or training they require in the following areas:

- Reporting and investigating serious wrongdoing (Protected Disclosures Act)
- Identifying, disclosing, and managing conflicts of interest
- Use of personal credit cards and corporate credit cards
- Declaration and registration of offers of gifts and benefits (see *Guidance on acceptance of gifts, benefits and gratuities, 2002*. <http://www.ssc.govt.nz/guidance-acceptance-of-gifts>)
- Air point schemes and loyalty cards
- Corporate hospitality (see State Services Commissioner’s email to chief executives, 21 October 2003; link to “All documents” on <https://psi.govt.nz/Integrity>)
- Entity use of private assets
- Declaration of interests on beginning employment and any subsequent changes
- Approval process before undertaking secondary employment and voluntary work.

Further Information Resources

State Services Commission Helpdesk

State Services Commission Integrity and Conduct helpdesk.

- Email integrityandconduct@ssc.govt.nz
- Phone (04) 495 6722

Relevant websites – New Zealand

- State Services Commission www.ssc.govt.nz/code
- Public Sector Intranet, Integrity and Conduct workspace. <https://psi.govt.nz/Integrity>

Guidance from other jurisdictions

- United Kingdom: www.civilservice.gov.uk/about/values/cscode/CS-Values.aspx
- Canada: www.tbs-sct.gc.ca/chro-dprh/ve-eng.asp
- Australia : www.apsc.gov.au/conduct
- United States: www.usoge.gov/ (in particular "Common Ethics issues")

Relevant reports and guidance – New Zealand

State Services Commission. www.ssc.govt.nz

- *An Ethics Framework for the State Sector.* Occasional Paper No.15. 1999. <http://www.ssc.govt.nz/op15>
- *Integrity and Conduct – Setting Standards for Crown Entities.* 2005.
- www.ssc.govt.nz/standards-discussion-document
- *The Public Service and the Public.* www.ssc.govt.nz/pcp-series
- *The Public Service and Government.* www.ssc.govt.nz/pcp-series
- *The Public Service and the Law.* www.ssc.govt.nz/pcp-series
- *The Public Service and Official Information.* www.ssc.govt.nz/pcp-series
- *The Senior Public Servant.* www.ssc.govt.nz/pcp-series

- Striving for Excellence in the New Zealand Public Service; Vision, Purpose, Principles and Values (1993). Appendix 1 of The Senior Public Servant www.ssc.govt.nz/pcp-series
- *Letter to Chief Executives re Foreshore and Seabed Policy – Hikoi*. 28 April 2004. Link to “All documents” on <https://psi.govt.nz/Integrity/default.aspx>
- “Cabinet Manual - Principles of public service www.cabinetmanual.cabinetoffice.govt.nz/3.50 ”

Office of the Controller and Auditor-General www.oag.govt.nz/

- Controlling Sensitive Expenditure: Guidelines for Public Entities. 2007.
- Procurement: a Statement of Good Practice. 2007.
- Managing Conflicts of Interest ; Guidance for Public Entities. 2007

Relevant reports and guidance – international

OECD

- *Managing Conflict of Interest in the Public Sector: a Toolkit*. 2005 www.oecdbookshop.org
- *Managing Conflict of Interest in the Public Service: OECD Guidelines and Country Experiences*. 2004. www.oecdbookshop.org
- *Trust in Government: Ethics Measures in OECD Countries*. 2000. www.oecdbookshop.org
- *Building Public Trust: Ethics Measures in OECD Countries*. PUMA Policy Brief, September 2000. www.oecd.org/dataoecd/60/48/35527481.pdf
- Whitton, Howard. *Developing the ‘Ethical Competence’ of Public Officials - a Capacity-building Approach*. www.tiri.org
- Whitton, Howard. *Implementing Effective Ethics Standards in Government and the Civil Service*, Transparency International, 2001. www.oecd.org

Other international sources

- Australian Public Service Commission. *Handling Misconduct: a Human Resources Practitioner's Guide to the Reporting and Handling of Suspected and Determined Breaches of the APS Code of Conduct*. www.apsc.gov.au/publications07/misconduct
- Commissioner for Public Employment. *Ethics at Work. Report of 2004 workplace integrity survey, aimed to assess Victorian public sector employees' perceptions of ethics in the workplace*. Office of Public Employment. Victoria. www.ssa.vic.gov.au/CA2571410025903D/0/AFE25B294F0B5B50CA25745C0014E3B0?OpenDocument#vcp
- Gilman, Stuart C. *Ethics Codes and Codes of Conduct as Tools for Promoting an Ethical and Professional Public Service: Comparative Successes and Lessons*. Prepared for the PREM, World Bank, Washington, DC, Winter 2005. www.oecd.org
- Independent Commission Against Corruption/Crime and Misconduct Commission. *Managing Conflicts of Interest in the Public Sector: Guidelines*. Sydney/Brisbane, 2004. www.icac.nsw.gov.au
- Integrity Coordinating Group. *Conflict of interest scenarios*. Perth, 2006. [www.opssc.wa.gov.au/Public_Sector_Standards_\(HRM\)/](http://www.opssc.wa.gov.au/Public_Sector_Standards_(HRM)/)
- Josephson Institute of Ethics. *Making Ethical Decisions*. www.josephsoninstitute.org
- New South Wales Ombudsman. *Public Sector Agencies Fact Sheet No. 3: Conflict of Interests*. Sydney, 2003. www.ombo.nsw.gov.au
- Office of Public Service Values and Ethics. *Apparent Conflicts of Interest*. Ottawa, 2006. www.tbs-sct.gc.ca/chro-dprh/pol/vec-cve-eng.asp

Training materials on ethics and integrity – New Zealand

- Department of Labour. *Code of Conduct Trainer Guide*. Available from the HR Capability Team, Department of Labour, PO Box 3705, Wellington. Phone (04) 915 4000.
- State Services Commission.
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